

Requirement	Specific Actions	Completion Date	Comments
Reduce Number of Managers	The following Managerial/Supervisory positions were abolished between 9/30/00 and 7/31/01: Assistant Manager for Uranium and Engineering Services, ES-4; Senior Program Development Specialist, GS-15; Senior Advisor, GS-15; Supv. Ind. Security Specialist, GS-14; Lead Electronics Engineer, GS-14; Supv. Contract Specialist, GS-14; Supv. General Engineer, GS-14.	7/31/01	ORO reduced overall staff from 772 positions to 511 positions between FY 1996 and FY 2000. Abolishment of 8 managerial/supervisory positions in FY 2001 is first of several planned actions to reduce number of managers and organizational layers and streamline the overall organization. Cost savings for the positions eliminated in FY 2001 are estimated at \$530,000.
	Additional positions to be abolished prior to 2003 include: Assistant Manager for Administration, ES-4 ; Deputy Assistant Manager for Environment, Safety & Health, ES-4; Supervisory General Engineer, GS-15	9/30/02	Abolishment of these positions will be accomplished as part of ORO's 5-year plan to de-layer and streamline the organization consistent with projected program and project initiatives and schedules. Cost savings are estimated at \$330,000.

Reduce Number of Organizational Layers	The Office of Assistant Manager for Uranium and Engineering Services was abolished.	3/21/01	Reduced number of major organization components from 7 to 6.
	The Office of Assistant Manager for Administration will be abolished, and functions assigned to Deputy Manager for Business.	9/30/02	Eliminates one layer of management.
	The Office of Assistant Manager for Environment, Safety & Health will be streamlined. The majority of staff will be assigned to program organizations; a small independent assessment group will report directly to Manager, ORO.	9/30/02	Will reduce the number of major organization components as well as the number of reporting levels.
	Weldon Spring Site Office will be abolished as remedial action work is completed.	9/30/02	A project termination plan is in place to manage closure and placement of employees.

Reduce Time to Make Decisions	Authority to make technical program decisions is delegated to the Assistant Manager level. Authority to make operating decisions is delegated to Division/Branch level.	Initiated in FY 1996 and ongoing.	
Increase Span of Control	<p>Abolished Office of Assistant Manager for Uranium and Engineering Services and assigned those functions and staff to other organizations.</p> <p>Streamlining the Office of Assistant Manager for Environment, Safety & Health; abolishment of the Office of Partnerships and Program; and abolishment of the Office of Assistant Manager for Administration will increase span of control of program organizations.</p>	<p>03/21/01</p> <p>9/30/02</p>	Program support functions were assigned to the Office of the Assistant Manager for Environmental Management; oversight and NMC functions to new Office of Nuclear Fuel Security & Uranium Technology.

Redirect Positions to Front Lines	<p>ORO has site offices at each of our major facilities; environment, safety and health and technical support staff have been physically located at sites; and the number of facility representatives for environmental remediation facilities has been increased.</p> <p>Streamlining the Office of Assistant Manager for Environment, Safety & Health will redirect additional technical support positions to the front line.</p>	FY 2001	
Actions to Improve, Streamline, or Reengineer Operations or Processes	<p>ORO implemented an on-line document/files system in FY 2001 to streamline origination, review, storage and retrieval of official documents and reports.</p> <p>ORO management developed and implemented a Mission Implementation Plan to clarify Federal roles and responsibilities in program implementation.</p>	<p>Ongoing</p> <p>March 2001</p> <p>June 2001</p>	

<p>Addressing Other Key Workforce Challenges</p>	<p>Declining budgets continue to present problems in recruiting and training.</p> <p>Major construction and laboratory infrastructure initiatives require employees with cost estimating and project management skills. This skill area has been heavily impacted by retirements over the past five years.</p> <p>Rapid expansion in computer technology and applications require continuing training in computer skills and knowledge to keep employees current in their various fields.</p> <p>Attracting and retaining qualified minority candidates in technical fields, and candidates with scarce skills will continue to be a challenge, given budget limitations which impact our ability to offer incentives.</p>		
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Reduce Number of Managers	<p>The Office of Nuclear Fuel Security and Uranium Technology will be abolished and remaining functions assigned to line organizations. One GS-14 and 2 GS-15 positions will be abolished.</p> <p>The Office of Assistant Manager for Assets Utilization will be abolished and continuing activities realigned to other organizations. One SES and 1 GS-15 position will be abolished. One Deputy Manager position will be abolished.</p>	<p>9/30/03</p> <p>9/30/05</p> <p>9/30/05</p>	<p>Cost savings are estimated to be @ \$570,000.</p>
Reduce Number of Organizational Layers	The Office of Assistant Manager for Financial Management will be restructured. The CFO and financial functions will report to Deputy Manager for Business Affairs.	9/30/06	

Reduce Time to Make Decisions	<p>Reduction in number of organizational layers will also reduce levels of review and time required for approval.</p> <p>The Mission Implementation Plan defines and clarifies roles and responsibilities and focuses on outcomes to facilitate prompt and proper action on issues and decisions.</p> <p>The web-based standards-based management system described below, because it is focused on outcomes, will, when implemented, clarify expectations and significantly reduce time required to make decisions.</p>	Initiated FY 2001; components of these will be implemented throughout the focus period of 2002 through 2006.	
Increase Span of Control	The strategy of eliminating and/or consolidating functions and responsibilities within a more streamlined organization structure will increase span of control significantly.	9/30/06	

Redirect Positions to Front Lines	Beginning in FY 2001 and continuing through FY 2006, ORO's strategy is to shift management focus, positions and resources from central support organizations to the site offices. The target organization structure will have only two principle functional divisions - Operations and Business Affairs. The majority of staff assigned to Operations functions will reside at the sites where the work is performed.	9/30/06	
Actions to Improve, Streamline, or Reengineer Operations or Processes	ORO is now in the process of developing a web-based, standards-based management system based on identifying and measuring Federal "outcomes" and focused on the Federal responsibility to facilitate and expedite the work of the contractors to implement DOE programs.	9/30/06	This management system, in conjunction with Quality Management reviews, will become the mechanism for measuring progress and results of management and operations.

Addressing Other Key Workforce Challenges	<p>Over 38% of the ORO workforce will become eligible to retire during the next five years. Prudent management requires that recruitment be done in advance of significant losses, to avoid loss of capability in critical skills areas.</p> <p>Rapid changes in technology and work processes will require continuing training for staff and managers if the Department is to retain capability to manage and facilitate the work of contractors in highly technical areas. Declining budgets create a significant barrier to recruiting, training and retaining a competent, diverse work force.</p>		<p>ORO has developed a detailed staffing plan to focus management attention on critical skills, recruiting and hiring goals and strategies, and workforce diversity. Progress toward established staffing goals will be reviewed annually.</p>
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